

Case Study **for** **PMO 526**

and the **HSA** **Track Courses**

Regents Health Care System, Capital City, 2003

Overview

The Regents Health Care system is a vertically and horizontally integrated system located in the capital city of a mid-western state. The city population of 355,000 is in the center of a catchment area for health care delivery in the capital city of more than 800,000 people over seven counties. The system includes three hospitals, an ambulatory surgery center, two office-based specialty practices and a home health delivery service.

New City Hospital is the tertiary care facility and the anchor of the system. This 540-bed facility is located near downtown in the capital city. It began existence as the original City Hospital just before 1900. When the University Hospital was built in 1947 to provide a site for more modern training for the medical students in the state university medical school in the capital city, the old City Hospital was a 200-bed facility in need of significant repair. As the indigent population of the city began to locate their hospital care to the University Hospital, City Hospital developed both financial and image problems with the local government. Long dependent for existence on state and city tax support, the City Hospital no longer had a 'corner on that market' and several legislators openly discussed cutting off funding to City in order to give the University Hospital more financial support.

In 1951 a local group, Regents Incorporated, offered to buy the facility from the city; they renovated some of the buildings and opened a nearby lot as a convenient parking lot and renamed the facility as the New City Hospital, a for-profit venture. For several years the local population did not consider New City Hospital to be a viable option for their health care (since it previously had been predominantly an indigent care facility and had a reputation for being run down) and the local physicians were not eager to get privileges or to admit their patients there. The organization survived by marketing its services and capital city location to the outlying areas where small hospitals were having financial difficulties. By 1955, New City Hospital had more than 50 physicians on its staff with admitting privileges and carried an average daily census of 112 patients.

By 1965, New City Hospital was operating 300 beds, had a physician admitting-staff of more than 110 and an average daily census of 224 but was still in poor financial condition. With the advent of Medicare and the tension about 'socialized medicine' in the physician referral base, New City Hospital became one of the first hospitals nationally to develop a program for recruiting Medicare patients and ensuring the full collection of engendered fees. Within 3 years the system was financially strong and had developed a new reputation within the community as a progressive medical care institution. As the medical profession developed additional technical skill, techniques and technology, New City Hospital built a new medical tower and opened the city's first open heart surgery program. The University hospital followed suit the following year and the two programs functioned cooperatively and collaboratively for education and training issues while competing with each other for referrals. The development of neurosurgery capability at New City Hospital in 1970 also preceded the opening of a similar program at the University Hospital. During the early 1970s, the University Hospital and the Koenig Hospital in the northern suburbs of the capital city provided the bulk of pediatric care in the city and surrounding area. In 1975, New City Hospital made a significant investment by adding a pediatric wing to its medical tower and recruiting a leading pediatrician and several pediatric intensive care nurses away from a medical school in a northeastern state. Within six months, New City Hospital was the clear standard-bearer for neonatal intensive care in the state.

Building upon their success in the neonatal area, New City Hospital began adding services that supported the neonatal activity. The hospital opened a newly refurbished Labor and Delivery Suite in 1979 and hired a staff pediatric oncologist.

In 1983, Koenig Hospital noted that its obstetrical volume had dropped steadily since the opening of the New City Hospital L&D Suite and began contemplating closing their obstetrical service entirely. As part of their planning process, members of the Board at Koenig began to discuss their thoughts with members of the Board at New City Hospital and at Regents Inc. After several months, the Regents Group offered to buy Koenig outright and consolidated the two hospitals into the Regents Health System. They felt it unnecessary to rename New City Hospital and kept the name Koenig for the suburban facility. Regents Inc. began a renovation of Koenig almost immediately and converted a third of the beds in that facility into a Women's Center. The new Women's Center offered state-of-the-art care for women from its new Labor & Delivery Suite and newborn nursery to the specialized program in gynecologic surgery developed around another newly recruited pair of surgeons. As part of the movement toward reducing hospital stay, the system developed a program for supporting home health care. This system was quickly spun off into a free-standing (but wholly owned) subsidiary called Helping Hands Home Health Care. In 1989, Regents Inc. undertook another major renovation within the Koenig facility and created a 32 bed Women's Oncology Center to treat breast, cervical and ovarian cancer with the latest technology and specialists.

In 1986, HCFA and various insurance carriers began to use prospective reimbursement mechanisms in an attempt to control rising healthcare costs. A key ingredient of such mechanisms is to shift the risk for financial outlay from the insurer to (partially) the care system; under the most obvious mechanism, unnecessary care would cost the providers rather than costing the insurer as previously under a fee-for-service system. Hospitals came under immediate examination for bed-days-of-care that occurred for patients not sick enough to require hospitalization; hospitals and managed care organizations began to press for shorter hospital stays for all diagnoses. Regents and Koenig executives and staff responded to the move for reducing in-patient care by purchasing a large multi-specialty internal medical practice, the Capital Diagnostic Clinic (CDC). These 22 physicians had operated a pair of clinic sites in the northern suburbs for 25 years and had a reputation within the city and the medical profession of high quality and professionalism. The purchase of the practice by the Regents Health system was a surprise to the medical practice community. The Health System purchased space within two blocks of the downtown New City Hospital for a third office suite and clinic for the CDC.

In 1987, to further accommodate the national swing toward reducing in-hospital care, the Regents System opened an outpatient surgery program at the New City Hospital. This was so successful that the system built Ambulatory Surgery Centers at both the Regents and the Koenig hospitals by early 1992. In 1993 the System purchased a second large multi-specialty group, the Thompson-Livingston-Carr surgical group, known throughout the state as TLC. This group of 19 physicians practiced general surgery and several of the surgical subspecialties (orthopedics, urology and vascular). At this same time, the heart surgeons on the Regents staff pushed forward a program to enhance the surgical capability of the system and by 1995, New City Hospital was performing 135 open heart surgeries a year (88% coronary artery bypass grafting, 6% valve replacement and 6% congenital defect repair.) That same year Koenig opened a Women's

Sports Medicine program including physical therapy, orthopedic consultation and surgery and nutritional counseling.

The year 1996 was a banner one for the medical community in the capital city; the University hospital performed its first heart transplant, the Birthing Center at Koenig was featured in a major women's magazine as a model program for the rest of the country and the Chief of Pediatrics at New City Hospital was elected President of the American Academy of Pediatrics. Re-imbursement mechanisms for home health care, however, were dramatically changed and the financial margin for Helping Hands decreased remarkably, partly due to the increased overhead required to manage the additional paperwork required by the new regulations.

From 1999-2001, two members of the New City Hospital Board spearheaded a community effort to develop public health programs and outreach to the homeless and uninsured in the Seven County area. This Program, Effort Uplift, recruited several businesses, merchants and food markets to an endeavor of establishing contact centers throughout the Seven County area where individuals might seek assistance for shelter, clothing or food. Volunteers were recruited to operate the centers; by September 2001 there were five centers in operation. Following the attacks on the WTC, these centers became an important opening into the community for monitoring public health.

Currently, New City Hospital and the University Hospital are each reviewing the options for purchasing a PET scanner. The University sees the availability of the scanner as a draw to bring more referrals and to increase the base of its research activities in oncology. The Board of the Regents System would like to have the scanner to increase the referrals to its programs for diagnosis and treatment and see the project as another potential revenue stream. Regents Board does not have sufficient funds at present to do an outright purchase but has the cash flow to project a full purchase capability through standard financing over a 10-year period. The University is financially strapped and is dependent upon the state legislature for funding this project; one of the Regents Board members is a recently retired state representative with many friends and business acquaintances in the legislature and who sit on the appropriations committee that will decide whether to fund the University's request.

Regents Health Care System

Circa 2003

New City Hospital is a 540-bed tertiary care medical-surgical facility located near to the downtown area of Capital City and is the flagship institution of the Regents System. The hospital employs over 3921 FTE healthcare professionals and has 178 physicians on staff including specialists in every major field.

Mission Statement

“The mission of New City Hospital is to provide high quality, cost effective health care services in a caring and safe environment to the communities we serve. We will dedicate the resources necessary to achieve this mission, responding to the needs of our patients, medical staff, employees, volunteers and our service area.”

Vision Statement

“We envision New City Hospital as a comprehensive healthcare delivery system driven by patient needs and a desire to meet or exceed the expectations of our patients, employees, physicians, and the community at large.

To achieve this Mission and Vision, the staff, volunteers and medical staff of New City will:

- Provide holistic care for the individual, encompassing social/psychological, spiritual and physical elements.
- Strive for a balance between economic and clinical perspectives to assure that resources are available to sustain performance.
- Provide a comprehensive array of medical services.
- Create an environment that supports individual and organizational integrity operating within ethical standards.
- Support the principles of performance improvement through a system of monitoring and accountability that assures a high degree of patient, physician and employee satisfaction in a safe environment.
- Be responsive to change.
- Contribute to improved quality of life in our community through active participation and financial support of civic organizations, charities, the arts, etc.
- Support education at all levels.

New City hospital had a revenue stream of \$429.7 million last year and was based upon 19,440 inpatient admissions and discharges, 446,064 outpatient clinic visits, 32,554 visits to the Emergency Department, 313 open heart surgical procedures and achieving 77% AR at 30 days from a payor mix of 53% Medicare, 15% Medicaid, 18% Third Party reimbursement, and 11% Managed Care contracts. The annual ROI on the Ambulatory SurgiCenter has been 4.7% and on the purchase of the two group practices is 5.1% for the medical group and 3.8% for the surgical group.

Service Lines Include:

Medical

General

Subspecialty

Neurology

- Cardiology
 - Cardiac Rehabilitation
- Dermatology
- Endocrinology
- Nephrology
- Gastroenterology
- Rheumatology
- Pulmonology
 - Pulmonary Rehabilitation
- Hematology
- Oncology
- Surgical
 - General
 - Subspecialty
 - Cardiovascular
 - Ophthalmology
 - Otolaryngology
 - Urology
 - Plastic Surgery
 - Neurosurgery
 - Vascular
 - Cardio-thoracic
 - Dermatology (Mohs)
- Obstetrical Services
 - High-Risk Pregnancy
- Pediatrics
 - General
 - Neonatal Intensive Care
 - Cardiology
 - Pulmonology
 - Endocrinology
 - Inborn Errors of Metabolism
- Diagnostic & Therapeutic Imaging Services
 - General Radiology
 - Nuclear Medicine Imaging and Scanning
 - Invasive Cardiology
 - Invasive Gastroenterology
- Level III Emergency Services

All parts of the Regents system are currently accredited by the Joint Commission for the Accreditation of Healthcare Organizations (JCAHO) and the site visit last year to New City Hospital resulted in a score of 99 (equivalent to Commendation). The facility has decided to make a Baldrige application (which will show up in the Spring Quarter in PMO 532).

Koenig Hospital

A community-based facility, the Koenig Hospital is a 338-bed general medical-surgical facility located in the Upper Reaches area of Capital City and is particularly focused on providing a full spectrum of comprehensive care for women. Koenig Hospital is not just devoted to birthing. In fact, the facility cares for any and all issues related to the health of women in the region. The hospital features a full range of diagnostic services for women. The newest technology in the diagnosis of breast cancer, digital mammography, is available. Digital ultrasounds, bone densitometry studies and stereotactic breast biopsies will all be completed with the newest, most technologically advanced equipment. Koenig Hospital has more than a breast center as well. The hospital has surgical beds for procedures devoted strictly to women, such as hysterectomies. An infertility center is also available for couples having difficulties conceiving. The hospital employs over 3347 FTE healthcare professionals and has 178 physicians on staff including specialists in every major field. The hospital has a long-standing reputation in the city since it opened the first school of nursing in the state.

Mission Statement

KOENIG HOSPITAL is dedicated to improving the quality of life for women and families through prevention-wellness programs, educational resources and medical intervention.

Vision Statement

KOENIG HOSPITAL is dedicated to integrating existing women's and family health services with new initiatives in order to provide a full continuum of care that is necessary to maintain and to improve the quality of life for the women in the community. This will be accomplished by:

- Integrating women's services throughout the system to improve the availability of services
- Collaborating with women to provide resources they need and want in order to achieve and maintain wellness
- Collaborating with physicians to provide the resources and services they need to achieve and maintain wellness for their female patients
- Establishing an educational resource information center that will be an easy access for women to meet their physical, social and emotional needs
- Establishing a system for case management for those women who require a coordination of care

Service Lines Include:

- General Medicine
- General Surgery
- General Pediatrics
- Level I Emergency Department
- Women's Center
 - Breast Center
 - Family Birth Center
 - Outpatient OB Clinic
 - Breast and Cervical Cancer Grant Program
 - Breast Care Case Management
 - Educational Offerings on women's health concerns
 - Menopause Education Program

Breast Cancer Support Group

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|--|---------|
| Average Daily Census | 197 |
| Number of Inpatient Admissions (excludes newborns) | 15,076 |
| Newborns (live births) | 3313 |
| Annual Inpatient Surgery Cases | 2,206 |
| Number of Outpatient Visits (Clinic) | 886,624 |
| Number of Outpatient Visits (Hospital) | 139,310 |
| Number of MDs | 186 |
| Number of Associate Staff | 202 |
| Total Employees (excludes MDs & Associate Staff | 3347 |
| FTEs | 2729 |

Payor mix 49% Medicare, 24% Medicaid , 25% Third Party reimbursement, and 11% Managed Care contracts.

Patrick Henry Hospital

Patrick Henry Hospital is a 74-bed general acute care facility that is part of the Regents Health System and is located in Duraville, about 22 miles from the center of Capital City. Through its advanced diagnostic and treatment capabilities, Patrick Henry is dedicated to providing area residents the best healthcare possible. Slightly more than 100 full- and part-time physicians offer services in a wide variety of medical specialties.

Mission Statement

Patrick Henry Hospital exists to:

- Deliver, maintain, and promote health care in the non-acute environment.
- Cooperate and collaborate with other health care professionals whose customers might benefit from health care in the non-acute environment.
- Manage our resources in a financially responsible manner, and
- augment and expand community health care services to provide a continuum of care most effectively provided in the for-profit medium as a separate competitive entity.

Vision Statement

Patrick Henry Hospital, in partnership with those we serve and in association with other health care providers, will become the provider of choice for customer-focused services in the non-acute setting within the state.

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| Employees: | 621 |
| Full-Time Employees: | 419 |
| Average Length of Service: | 14 years |
| Number of Employees 10 or more years of service: | 261 |
| Gross Payroll: | \$19.8 million |
| Physicians: Active - 93, Courtesy - 27 and Consulting - 9 | |
| Volunteers: | 175 |
| Hours Contributed by Volunteers: | 27,201 |
| Equivalent to 13.1 Full-time Employees | |
| Admissions: | 4,379 |
| Outpatient or Procedures: | 3,872 |
| Surgical Procedures: | 6,000 |
| Emergency Room Visits: | 26,846 |
| Births: | 582 |
| Number of Patient Days: | 16,407 |
| Average Length of Stay: | 3.75 days |
| Value of Charity and Uncompensated Care: | \$3,602,503 million |
| Cost For Plant Maintenance and Technology: | \$2,307,097 million per year |

Payor mix of 37% Medicare, 33% Medicaid, 8% Third Party reimbursement, and 22% Managed Care contracts.

Service Lines include:

Cardiology
Obstetrics

Pathology
Pediatrics
Podiatry
Radiology
Urology
Colo-rectal
Dental
Internal Medicine
General Surgery
Gastroenterology
Hematology/Oncology

Helping Hands Home Health Services

Helping Hands Home Health Services (H4S) is a free-standing, wholly owned subsidiary of Regents Health System that provides home care for patients that includes nursing care (private duty, skilled care), intravenous therapies and hospice care. These services are provided and delivered by fully licensed professionals and paraprofessionals. Staff include registered nurses, licensed practical nurses, medical social workers, physical therapists, occupational therapists, speech therapists and home health aides. Services provided are preventive, curative, rehabilitative, stabilizing or palliative.

From 1983 until 1993, H4S operated on a fee-for-service reimbursement basis and provided a steady and predictable revenue stream for the Regents Health System by providing home visits by RNs for administering medications and instructing family members about care and by providing speech, occupational and physical therapy in the home setting to recently discharged patients. The payor mix was 93% Medicare, 3% Medicaid and the remainder from private indemnity insurance. In 1993, the CEO of H4S recognized the growing influence of managed care on the health care market and recommended that the H4S operation move from reimbursement into the risk-based environment. The increasing shift toward managed care in the early 1990s emphasized cost-containment of the overall cost of health care and home health services began to garner more attention as a low-cost provider of services in a highly desirable location. With the approval of the Regents Board, H4S shifted itself toward product lines and focused more operational attention on cost effectiveness and efficiency. The organization began to develop new product lines in the areas of private duty nursing, IV therapy and hospice care and marketed itself to managed care organizations within the capital city and the Seven County area as a site of 'one stop shopping' for a wide variety of home health services.

Since 1993, H4S has steadily increased its market share in the Seven County area by contracting with four large managed care plans, Our Lady Catholic Hospital and several physician practices in addition to the referrals it handles from the Regents System (New City Hospital, Koenig Hospital, Patrick Henry Hospital and the Ambulatory Surgical Center). From the inception, H4S placed a major emphasis on satisfying their patient customers and their referral customers, the individual physicians. Attention to these individuals has led H4S to developing many long-term relationships within the practice community. Within the capital city and the Seven County area, population has grown slightly over the past twenty years and there has been significant growth in enrollment in managed care plans. The payor mix has shifted dramatically for H4S: currently about 35% Medicare, 35% from private indemnity insurance (because of the expansion of services for private duty nursing and IV therapy), 25% from managed care plans and the remainder from Medicaid.

H4S faces some significant challenges in the next few years. Medicare is considering a revised payment schedule that will place more responsibility for co-payments on the patients. Depending upon the gist of the final legislation, co-pays may be as much as 20-25% for some services. Although the 'cost' and 'charges' for individual services would not be different, H4S would face a need for enhancing its collection capabilities to maintain its cash flow, profitability and ROI. Even though the organization is not as dependent upon Medicare reimbursement as it was before 1993, history has shown that the indemnity and managed care markets tend to follow the lead of the federal programs and are likely to restructure their products to have comparable co-payments from users. This would mean that, within months, more than 90% of H4S income stream would have significant decrements without any change in pricing structure.

In addition, two new home health service providers have moved into the Seven County area and have developed alliances and partnerships with medical practices and managed care organizations. The increased competition for patients and the increased costs of maintaining a profit margin pose significant issues for H4S. An additional challenge exists in retaining qualified staff; the new companies in the area are advertising salary rates that are slightly higher than those paid by H4s; additionally, the new companies do not have the immediate patient base and are scheduling new hires for lower work volumes per shift. The two factors, slightly higher pay and less work are creating a natural attraction for skilled personnel to leave H4S. At the same time, many of H4S' long-term physician referral sources are approaching the end of a career and the organization faces considerable effort to maintain its position in the practice community.

Ambulatory Surgical Center

The center performs a wide variety of outpatient procedures in orthopedic, general, plastic, urology, ear, nose, and throat, and gynecological specialties.

The facility initially opened with two of its five fully equipped operating rooms ready to treat patients. The remaining surgical suites were staffed within a few months as patient volume increased. The operating rooms are located on the 17,000-square-foot second floor of the new building.

With a covered drop-off/pick-up area for patients at the side entrance, the center is designed to be user-friendly, offering easy access and comfort to patients and visitors. Plenty of parking is available at the site, with 88 spaces surrounding the building and another 39 spaces available in the parking structure across the street. The center's spacious waiting room is equipped with several data ports, so visitors can bring along a laptop computer to use their time productively.

Another convenience the new center offers is private pediatric rooms for young patients. The rooms are equipped with cribs and rocking chairs to allow parents to stay with their children before and after surgery.

Among the advanced technologies installed at the center is the digital image handling capability for pictures taken during surgical procedures. This technology allows surgeons to transfer images into their post-operative reports. This is much faster technology, providing quicker, highly accurate and more convenient documentation of operative procedures.

The center also handles its own instrument processing and sterilization onsite. By having many systems in place right within the new center, the Center can accomplish faster turnaround times. Time can be used more efficiently to treat patients quickly and have them heading home faster, and to allow the surgeons to keep on their schedules. Appointments for early evenings and Saturdays may be offered in the future to provide more convenience for patients and surgeons.

Medical subspecialty group (Capital Diagnostic Clinic, CDC)

History As the oldest group physician practice in the area, CDC has enjoyed a long and distinguished history of health care delivery. CDC's original concept began with a two-physician partnership practice in 1965. These physicians recruited a third partner in 1969. Each physician brought individual strengths to the enterprise. They added additional partners every year or so for the next seven years and opened a satellite office in the affluent southeastern suburb of Cloverdale in 1974. Radiology, other diagnostic imaging, and laboratory services were expanded in the 20th Street facility. CDC recruited full time radiology specialists. Sophisticated cardiology, gastrointestinal and pulmonary services were added and CDC truly became a comprehensive diagnostic and therapeutic outpatient facility. The addition of the family practice section in 1992 provided much greater immediate access for outpatient and hospital acute care.

Today there are 22 physicians, all Board certified in Internal Medicine or Family Practice and many in a subspecialty, plus 14 mid-level providers, who are committed to providing adults with the best in healthcare. The Clinic is committed to future growth in the medical community utilizing the most advanced diagnostic tools and technology available,. The 20th Street facility currently has 44,000 square feet and off-street parking for more than 300 vehicles. The Cloverdale Office has 32,000 square feet and the new office space downtown has 10 suites on the fourth floor of the Sovran Bank building with 27,000 square feet.

Tomorrow... Innovative plans are being developed for a new 110,000 square foot expansion adjacent to new City and connected via a bridge. This high-tech medical facility will feature office space for primary care and medical and surgical specialists in addition to expanded diagnostic services.

Surgical specialty group (TLC)

Thompson-Livingston-Carr surgical group (TLC) is one of the largest multi-specialty surgical group practices in the area. It provides over 68,400 office visits annually. The partners perform approximately 23,000 office and hospital surgical procedures each year. The group employs 19 physicians and mid-level practitioners, and 57 additional employees practicing in 8 specialties; they house their office operations in the sprawling office complex they built in 1966 adjacent to the city Zoo. Physician and other LIPs of the group have been credentialed and have operating privileges at each of the Regents System facilities.

Specialty coverage is provided in:

- General Surgery
- Colorectal Surgery
- Plastic and Reconstructive Surgery
- Podiatry
- Urology
- Vascular Surgery
- Cardio-thoracic Surgery
- Vascular/Interventional Radiology

Four of the physician members of the group hold adjunct appointments in the Department of General Surgery at the medical school and teach regularly in the clinics at the university Hospital.

TLC has been participating in research activity since 1975 with many of the physicians having previous research experience before joining this surgical group practice. The clinical research staff has a range of 8 years to 25 years of experience in clinical research management. More than 50 clinical trials have been completed and the group has over 120 published articles. These activities have been undertaken in conjunction with clinical researchers from the medical school and the VAMC and involved working with the following sponsors, and biotechnology companies:

- ✓ Advanced Tissue Sciences
- ✓ Auxilium A2
- ✓ Berlex
- ✓ Boehringer Ingelheim
- ✓ Cordis
- ✓ Corgentech, Inc
- ✓ Ingenix
- ✓ Johnson and Johnson
- ✓ Medtronic
- ✓ Quintiles
- ✓ W.L. Gore and Associates
- ✓ World Medical Manufacturing Corp

Environs and Competition

University Hospital

The University Hospital is the capital area's most recognized academic teaching hospital. Since its founding in 1898, the hospital has been dedicated to promoting health through education, research and patient care. With a 609-licensed bed hospital, 1100 physicians, Georgetown University Hospital's clinical services represent one of the largest, most geographically diverse and fully integrated healthcare delivery networks in the area.

For eleven years in a row, University Hospital has been ranked among the best in the nation by U.S. News and World Report in the following specialties: Cancer, Cardiology, Endocrinology, Gastroenterology, Geriatrics, Gynecology, Kidney Disease, Neurology/Neurosurgery, Orthopedics, Otolaryngology, Pulmonology, Rheumatology, and Urology.

The University Transplant Institute is ranked among the best in the region by the Scientific Registry of Transplant Recipients for kidney and liver transplant outcomes and is one of few centers in the country to provide living-donor liver transplants.

The American Association of Retired Persons and Modern Maturity magazine named University Hospital as one of the nation's Best Hospitals in the nation for cardiac, pulmonary, renal and infectious care. Modern Healthcare recognized the University Hospital orthopedic programs, respiratory care, geriatrics, and cardiovascular services among the 100 Top programs nationwide.

The University offers medical screening and care in a wide and diverse number of specialties including:

- Andrology Services
- Audiology Program
- Arkansas Cancer Research Center
- Arkansas Children's Hospital
- Behavioral Medicine Program
- Birthing & Baby Classes
- Bone Densitometry Service
- Bone Marrow Transplantation Center
- Breast Imaging
- Diabetes Program
- Executive Physical Program
- Eye Institute
- Facial and Ocular Prostheses
- Facial Cosmetic Surgery Clinic
- Foot and Ankle Service
- Gamma Knife Radio-surgery Center
- Genetics
- Genitourinary Oncology Center
- Hand Therapy
- Hand and Upper Extremity Surgery
- Heart and Lung Center
- High Risk Pregnancy Program
- Hip and Knee Surgery
- Incontinence Center
- In Vitro Fertilization Program
- Limb Regeneration
- Lymphedema Clinic
- Magnetic Resonance Imaging Center
- MOHS Micrographic Surgery
- Myeloma Institute
- Occupational Therapy Program
- Orthopaedic Oncology Service
- Palliative Care Service
- Melanoma and Pigmented Lesion Multispecialty Clinic
- Physical Therapy Program
- Positron Emission Tomography (PET) Imaging
- Psychiatry
- Pulmonary Functions Lab
- Radiation Oncology Treatment
- Senior Health Center
- Skull Base Surgery
- Sleep Disorder Center
- Speech Therapy
- Sports Medicine Services
- Substance Abuse Treatment Center
- Thyroid Clinic
- Trauma Service
- Vascular Center
- Weight Control and Obesity Program
- Women's Oncology Clinic
- Women's Services

The University, like many other state medical schools, has a long-standing academic affiliation with the local Veterans Affairs Medical Center in the following areas:

1. Internal Medicine
2. General Surgery
3. Psychiatry
4. Neurology
5. Geriatrics

Recognizing the need for residents, students and other trainees to have community experience, the University Hospital has also developed three highly focused academic affiliations with Koenig Hospital to provide their students and residents experience in:

1. Pediatric intensive care
2. Obstetrics
3. Gynecologic surgery

To aid the state's physicians to keep abreast of new technologies and procedures, The University's Continuing Medical Education department offers medical staff education through a variety of conferences and in-services. Over the past year, the department sponsored 174 programs attended by 4,628 physicians and 1,074 non-physicians. The Residency in Internal Medicine Program is in its forty-fifth year; more than 40 post-graduate residents participate in the three-year program and continue to score above the national average on the certifying examinations for the American Board of Internal Medicine.

Since 1982, three local businesses have sponsored an annual fund-raiser for the University. This event, the Festival of Trees, takes place within the grounds of the City Zoo and usually raises more than \$1,000,000 each year for special purposes. The 1999 Festival of Trees, chaired by Patty Metcalfe, dedicated its efforts to raise funds for a CT Scanner for the new Emergency Department. This high-tech equipment provides critically ill patients with rapid and safe access to a vital diagnostic test. Not only does the Festival raise vital funds; it also creates launches many new clinical research projects, and enables our researchers to take the results forward to national funding agencies for further long term support. In addition to the endowment fund revenue that supports many research initiatives, the Foundation awarded \$382,000 in research grants through the 1999 Medical Research Competition.

University Hospital is fortunate to be led by a strong financial team. Overall, the gain from operations for the fiscal year ending June 30, 2002 was \$11,207,000 compared to \$10,526,000 for the prior year. This represents operating margins of 4.5 percent and 4.8 percent respectively. Total operating revenue has grown to \$248 million, a 14 percent increase over the last four years.

In January 2002, University Hospital acquired the R2 ImageChecker®, the only FDA-approved computer aided detection system for breast imaging. The first of its kind in the St. Louis area, the ImageChecker® helps to ensure accurate readings of screening and diagnostic mammograms. In February 2002, St. Luke's purchased an intensity-modulated radiation therapy unit (IMRT) for use in radiation oncology. Unlike traditional radiation therapy that can wipe out healthy tissue along with the tumor, IMRT enables doctors to pinpoint and treat the tumor, sparing healthy tissue and reducing side effects.

Our Lady of Perpetual Hope Hospital

The mission and vision of Our Lady of Perpetual Hope has always been about providing excellent medical care to all persons regardless of their ability to pay. It is committed to offering care in a way that honors the values and beliefs of the Individuals and families who have come to for help. For 107 Years, on the same downtown corner, Our Lady of Perpetual Hope has provided care. From the beginning, when seven Sisters of Mercy came to open Our Lady of Perpetual Hope Hospital, to the present, the commitment to the mission of excellent medical care delivered with compassion has not wavered.

Our Lady of Perpetual Hope is a 324-bed hospital, a network of 110-affiliated primary care physicians, 5 outreach health centers, and the Center for Health and Learning (including the Institute for Mind, Body, Spirit), and three health clubs. It serves upwards of 200,000 patients every year. The Cancer Center, a 40-bed inpatient, state-of-the-art cancer hospital that will be built on the campus to open this year.

Mission Statement

We serve together in Trinity Health,
in the spirit of the Gospel,
to heal body, mind and spirit,
to improve the health of our communities
and to steward the resources entrusted to us.

Core Values

- Respect
- Social Justice
- Compassion
- Care of the Poor and Underserved
- Excellence
-

Vision Statement

We will be a welcoming, flexible and collaborative partner with other Catholic healthcare organizations, honoring the heritages of those who join with us.

We will be a strong and effective voice in establishing healthcare as a social right in the United States.

We will be recognized for service excellence and for our unwavering commitment to compassionate, high-quality, affordable healthcare.

We will be trusted partners in improving community health, especially among the poor and underserved.

VA Medical Center

Medical Care

As a member of one of the world's largest integrated health care systems, the Capital City VA Medical Center (CCVAMC) serves as the primary health care provider for more than 75,000 veterans. CCVAMC Prime Care Clinics logged over 600,000 outpatient visits in fiscal year 2002. This includes the two satellite clinics, providing care to veterans outside of .

Veterans from around the country are referred to the CCVAMC for specialized diagnosis, radiation therapy, surgery, and medical treatment including cardiovascular surgery, gastrointestinal endoscopy, ophthalmology, nuclear medicine, pain management, and treatment of spinal cord injury and diseases.

Many of the medical programs have received local and national awards and honors. The CCVAMC is home to a Mental Illness Research, Education, and Clinical Center; a Post Traumatic Stress Disorder Clinic; an award-winning Cardiac Surgery Program; and one of the VA's six Parkinson's Disease Research, Education, and Clinical Centers.

Network Telecare Center

The Health Care Network created its Telecare Center as part of its on-going efforts to provide veterans with timely health care information. All telephone calls are answered by a staff of registered nurses who are experienced in telephone assessment of medical situations and crisis intervention. To help veterans who call, nurses use their training and experience as well as other readily available resources.

Telecare nurses provide both medical and emotional support. They are trained to provide symptom analysis, instruct on first aid procedures, help with stress and anxiety, answer medication questions, explain lab test results, educate patients about specific diseases, and check appointments.

Modern Facility

Located on a 118-acre campus only four miles southwest of city center and built in 1991, the CCVAMC is a state-of-the-art facility with:

- ✓ 352 hospital beds
- ✓ 40-bed Spinal Cord Injury Center
- ✓ 120-bed transitional care unit for long-term care.

The transitional care unit includes five palliative care beds. An automated, computer-controlled transport system delivers food, laundry, and supplies throughout the building. This system allows carts to move over concealed magnetic guide paths and up designated elevators, delivering materials to all patient care areas.

The six-story granite building was designed with four exterior sections and four atriums that contain patio gardens, wheelchair basketball courts, and a rehabilitation swimming pool.

Veterans also enjoy walking and relaxing by the gazebo and fountains on the south side of the medical center.

Accreditation

CCVAMC is fully accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), the Commission on Accreditation of Rehabilitation Facilities (CARF), the Commission on Cancer of the American College of Surgeons, American Dental Association, American Psychological Association Office of Accreditation, American Dietetic Association, as well as several other external review organizations.

Teaching Hospital

Nearly 3,000 health care professionals provide high-quality care to our veterans. CCVAMC staff is widely recognized for the education of health care workers. For more than 50 years, CCVAMC staff has provided clinical training for health care professionals through affiliations with the medical school, the University Hospital and 85 other educational and research institutions. Hundreds of health care students from fields such as nursing, dietetics, social work, and physical therapy receive training at CCVAMC each year. This responsibility serves to enhance the quality of care provided to veteran patients.

Volunteers

More than 600 volunteers donate over 100,000 hours of service annually to support patient services at CCVAMC. This includes the volunteers at the Costello and Indian Head Outpatient Clinics. As escorts, clinical assistants, information desk guides, hospital runners, van drivers, and clerical assistants, these volunteers provide that “extra” personal touch and augment the CCVAMC staff. For many volunteers, it is a way to give back to their community and say thank you to our veterans.

Research & Development

Supported with more than \$18 million annually, research conducted by CCVAMC staff ensures veterans access to cutting-edge medical and health care technology. The CCVAMC Research & Development (R&D) Program is an integral part of the medical center’s mission. The production of new knowledge, techniques, and products has led to improved prevention, diagnosis, treatment, and control of disease.

The VAMC R&D Program includes four components: Medical Research, Rehabilitation Research and Development, Health Services Research and Development, and the Cooperative Studies Program. Collectively, these services support research in biomedicine, rehabilitation, health services, and clinical trials.

All VA-funded research at CCVAMC is conducted under the supervision of VA employees. Unlike some other federal agencies, VA does not make grants to universities, states, or any other non-VA entity. In addition, VA scientists are successful in competing for research funds from other federal agencies such as the National Institutes of Health and the Department of Defense, from private-sector volunteer organizations such as the American Heart Association and the American Federation for Aging Research, as well as commercial firms including pharmaceutical and biotechnology companies.

Medical Advances

In 2003, the National Veterans Affairs Surgical Quality Improvement Program (NSQIP) Executive Committee commended the CCVAMC for having consistently low mortality rates in general surgery, all non-cardiac surgery, and all operations for the third consecutive year. CCVAMC was one of ten medical centers within the VA system that participated in the Veterans Health Administration (VHA) work group focusing on ensuring correct site surgery. During the past year, CCVAMC has tested these preventive steps to ensure patient safety and patient satisfaction. We have implemented several safeguards and processes to educate and familiarize all of our health care professionals about the actions that need to be taken to prevent adverse events from happening.

Doctors Hospital

Doctors Hospital is a 225-bed General Medical and Surgical facility built in 1978 by an investment group from Chicago. At the time, there seemed to be a shortage of beds in the Seven County area and there were some physicians (both those in solo practice and some in group practice) who felt that New City was not responsive to their patients' needs or to their admissions practices. Seventy-two physicians in the capital city signed up for privileges at Doctors when the announcement about construction was made. By the time the facility opened as a general medical-surgical facility in late 1978, this number had grown to 86. Doctors Hospital catered to physicians' ordering and admissions practices in the early years and built a solid reputation of delivering quality care, but their charges were higher than the other hospitals in the area. Patients admitted to Doctors for elective surgery were provided with several amenities not available elsewhere in the city including pre-operative massage and in-room sleeping accommodations for family members post-operatively. Although the physicians on staff admitted patients regularly to Doctors, they continued to admit sicker patients and those requiring open-heart surgery to the University Hospital, New City Hospital or to refer them to the CCVAMC if they were eligible and qualified veterans. By 1985 Doctors Hospital was generally perceived as the place to go for inpatient care if the problem was routine (minor surgery or non-life threatening medical illness); the expectation also was that patients would pay extra for the comforts of mahogany furniture and indirect lighting.

Service lines include:

- Cancer Center
- Cardiology
- Heart Center
- Home Health
- Maternity
- Outpatient Sleep Center
- Physical Therapy
- Psychiatry
- Radiology Department
- Rehabilitation Center
- Same Day Surgery
- Social Services
- wound care

Branch Medical

The Branch Medical Clinic, a TRICARE primary care management team activity, provides a variety of primary care services for active duty, family members and retired beneficiaries enrolled in TRICARE Prime in the Seven County area. All services are provided on an outpatient-only basis, and include routine and acute care appointments, health and wellness programs, well-baby visits, immunizations, laboratory, pharmacy, and X-ray.

Family practice and primary care providers also provide referrals as needed for specialty care. Most military specialty care providers are located approximately 70 miles away, requiring a drive of at least two hours. Some specialty care may be handled through referrals to the local community – either using sharing agreements with CCVAMC or University Hospital or through contracts with network providers in Capital City. Access to the Primary Care Manager is available 24-hours-a-day for Prime patients requiring authorization for care outside the clinic.

Pharmacy services are provided to all eligible military beneficiaries. Prescriptions are filled from both military and civilian providers, as long as the medications are on our formulary. The clinic is staffed with three physicians, two nurses, a pharmacist, a physician assistant, an independent duty corpsman, and 38 hospital corpsman according to the following schedule:

Monday through Wednesday, 7:30 to 11:00 a.m. and 1:00 to 6:00 p.m.

Thursday, 7:30 a.m. to noon and 4:00 to 6:00 p.m.

Friday, 7:30 to 11:30 a.m. and 1:00 to 4:00 p.m.

Saturday, 9:00 a.m. to noon.

After hours, local community hospitals manage acute and emergency care.

The TRICARE Service Center (T.S.C.), located within the Branch Medical Clinic, manages all TRICARE related counseling, billing inquiries, and Prime enrollment. Appointment specialists are available in the T.S.C. Monday through Friday for scheduling all patient visits (including military sick call).